



The Hashemite Kingdom of Jordan

**Youth and Community
Development Action Plan**

December 2013

**For the
OFFICE OF HIS MAJESTY,
KING ABDULLAH II**

مجموعة طلال أبوغزالة
Talal Abu-Ghazaleh Organization  TAG-Org



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1. Introduction

During recent years the Jordanian economy has experienced continuous positive growth rates, which have been demonstrated in increased average income, in the acceleration of social progress, as well as in significant technical and scientific developments.

Based upon figures presented by the World Bank, the Jordanian economy has achieved notable gains in less than a decade. The Gross Domestic Product (GDP), measured in current US Dollars, was estimated to be around \$10.2 billion in 2003. By 2012, the GDP had grown to approximately \$31.24 billion, a threefold increase. This economic growth is also reflected in the incomes of the Jordanian populous. In 2003 GDP per capita sat at \$3,643. By 2012, this figure had risen significantly to \$6,148.

While the Jordanian economy is therefore demonstrating significant improvement, greater investment is needed to ensure that Jordan's youth both benefit from improved economic conditions as well as to ensure that they youth becomes positioned to make a positive contribution to the future growth of the Kingdom.

As of July 2013, the Hashemite Kingdom of Jordan, which has a median age of 22, has a youth demographic of over 12,869,000 people aged 15 to 24. The youth hold the potential to be a catalyst for economic development yet currently suffers from a number of challenges impeding their potential to participate fully in society and to develop as future leaders.

In many respects, Jordan achieves strong educational commitment and performance, exceeding national averages for the Arab region. Jordan achieved gender parity in education in 1999; has achieved the lowest number of children without a primary school education in the Arab region, and has succeeded in ensuring that approximately 95% of Jordanian youth of lower secondary age are in full time education.

Interventions are required, however, to ensure that all Jordanian youth have equitable access to secondary or vocational education and that out-of-school adolescents (of which there were 38,000 in 2010) have the opportunity to secure the relevant qualifications and experience necessary for formal and constructive employment. Jordan has the fourth highest unemployment rate among youth among Middle Eastern and North African countries, reaching 30%, while the unemployment rate among the adults is 12%. Therefore, an estimated 60% of jobseekers in Jordan are under the age of 25. High achievement of tertiary level qualifications has not proven to be sufficient for supporting educated youth to attain employment in the case of Jordan, 40% of those with an undergraduate degree are also unemployed.

It must be noted that existing youth unemployment figures do not necessarily reveal the true extent of unemployment, which may be 25% greater than officially accounted for. Individuals who are neither in education or employment nor actively seeking work are often classified as



‘inactive’. In Jordan, 37% of females aged 15-24 were classified as ‘inactive’ during 2012, compared with 10% of males of the same age. Research conducted on behalf of UNICEF (2009) has highlighted that 50% of such inactive 20-24 year olds cite discouragement as a key factor behind their withdrawal from the labour market. Such initial discouragement experienced by young people when attempting to enter the labour market immediately following education may continue to have long-term consequences on their further integration into the labour market. Therefore, given that many of these youth are inactive due to a belief that they will not find suitable employment given the conditions of the labour market, rather than a lack of interest in pursuing employment, unemployment figures would therefore increase by 25%, were this group of ‘inactive’ youth to be included.

Many young people are excluded from secondary and post-secondary education, thus hindering their employment prospects. However, youth unemployment rates are highest among the educated. This is partially a result of the inability of the Jordanian economy to create a sufficient number of new job opportunities, as well as due to the lack of consistency between the outcomes of the educational system and the skills needs and requirements of the labour market. High youth unemployment is also exacerbated by the virtual absence of effective systems of public and private employment agencies as well as the lack of programmes specifically aimed at enhancing the opportunities and employment of youth. The challenge of providing high quality and relevant education to Jordan’s youth is particularly acute in regions outside of Amman, where a lack of investment hinders the progress of students. In addition to the aforementioned, one of the greatest areas of weakness in the majority of Jordanian universities is lack of concentration on scientific research and development activities. In general, research and development expenditure in Jordan for the year 2008 constituted only 0.43% of the total GDP.

Furthermore, a weak entrepreneurial culture is also displayed amongst youth within the Kingdom, this weak culture is in part inspired by social factors (such as a fear of failure, abstaining from risk taking and a desire to aspire to jobs that provide a fixed income) and coupled with the weakness of capacity building bodies established to support the development of SMEs hinders national-wide development of a strong spirit of entrepreneurship in the country. This limits the potential for local private economies to boost opportunities for young jobseekers and also contributes to the vast over-reliance on the public sector for employment. The dependence on the public sector for employment increases considerably in the governorates where the private sector is weakest.

The implementation of interventions to support youth education, to enhance the employability of Jordan’s youth and to instill a healthy culture of entrepreneurship will derive significant social benefit by providing young people with a positive outlet and engaging the youth in constructive actions for the benefit of their communities. Enhancing youth education and supporting youth entrepreneurship is therefore an important part of both tackling youth unemployment, boosting local economies as well as in strengthening Jordanian civil society. In order to address the challenge of youth unemployment and empower Jordanian youth as future leaders, the proposed Specially-Funded Community Development Action Plan (Jordan)



aims to identify a set of community based solutions with a focus on capitalizing upon youth interested in social culture, particularly technology, combined with the potential demonstrated by digital education and smart schools to secure the overall educational and professional advancement of youth from all governorates in Jordan. It will contribute towards the creation of sustainable jobs for their young residents and to ensure that the youth of Jordan develop marketable skills to support them in securing high quality employment for the benefit of the Jordanian labour market and economy as a whole.

To reach an optimal solution that meets the needs of Jordanian youth a work mechanism must be developed on a scientific basis, whereby information must be obtained addressing the needs and aspirations of the youth, and specific services and infrastructure that require development. Each governorate will be studied on an individual basis, taking into account the governorate particular needs, to produce a set of studies and recommendations on the priorities and community-based programmes that would support the educational and professional development of Jordanian youth.

This proposal therefore relates to the development of a Youth and Community Development Action Plan (Jordan) that will perform the required research and initiate projects to address the employment and development needs of youth across each of the governorates identified therein and to simultaneously ensure that the youth are empowered to participate as effective and proactive actors in the building of the local and national economies of Jordan. This is especially prevalent as youth hold the capacity to be agents of change, and serve as leading actors, not simply beneficiaries, in the development of Jordan. Consequently, it is of significant importance that the youth are equipped to participate fully in the development of the Kingdom through their participation in the community and economic development projects that will be initiated through the Action Plan.

The proposed Youth and Community Development Action Plan (Jordan), which will be under the Direction and Management of the Government of the Hashemite Kingdom of Jordan, is to be funded by a third party, and therefore will be entirely separate from, and additional to, the working budget of the Government of the Hashemite Kingdom of Jordan.



2. Governance

The Youth and Community Development Action Plan (Jordan) will have a multi-tiered governance structure that includes the following parties:

1. The Board of Directors: This emanates from the King Abdullah II Fund for Development (KAFD) and will be headed by a Board Chairman, who shall be a significant, competent and credible personality. The Board will include a Vice Chairman and a Board of Trustees. The legal arrangements of the board are to be separated from its administrative affairs.
2. The Professional Services Firm, TAG-Org: Responsible for providing consulting services as well as financial audit and control.
3. The Government of the Hashemite Kingdom of Jordan: Where the relationship between the Professional Services Firm and the Government will be built upon the basis of full cooperation, with the Government being fully responsible for the management and supervision of the Action Plan.
4. The Coordination and Follow-up Committee: This committee will govern the relations between all parties involved in the implementation of the Action Plan, the committee is to include representatives from the Board of Directors, the Government (represented by the Ministry of Planning, as an initial proposal) and the Professional Services Firm

3. Operational Procedures

3.1 Feasibility Studies

TAG-Org will study the status quo across each of the governorates, to include review of existing studies and of relevant projects in progress. Based on this study and on its findings' feasibility, utility and compliance with the objectives of the project, The Professional Services Firm, TAG-Org, will present a matrix of proposed projects to address the needs and priorities identified to the Board of Directors to approve and proceed with their implementation.

Priority will be given to identifying and investing in profit generating projects, such as establishing corporations or individual enterprises, as well as social enterprises (through which at least 50% of derived projects are re-invested into the community for social benefit) that also include a robust methodology to educate and empower youth to participate fully in such enterprises through entrepreneurship or employment.



The feasibility study will address the following industries and sectors, to develop a situational analysis, needs analysis and to recommend a series of projects to meet the needs identified:

1. *Primary, Secondary and Higher Education:*

As the central focus of the Youth and Community Development Action Plan is the empowerment of youth from each governorate to participate in Jordan's formal economies, a key priority of The Professional Services Firm is to conduct a feasibility study that explores the existing physical infrastructure, the capabilities of teachers at primary, secondary and higher levels as well as the quality and relevance of existing teacher training programs. The findings of the study, which will also explore the potential for revision of the elementary and secondary school curriculum to include the positive application of social culture, so as to engage youth in constructive and relevant skills development and in building entrepreneurial spirit through the use of popular technologies; will be developed in such a way as to support the conception of relevant and well-targeted programmes that address both the skills gap within Jordanian youth, prepare young people for the labour market and inspire entrepreneurial spirit.

The study will consider, disseminate and promote the potential for wider application of existing educational initiatives, such as Madrasati, as well as proposed initiatives such as the 100 Knowledge Centers Initiative. The 100 Knowledge Centers Initiative, led by TAG-Org, aims to create knowledge based society within the governorates, via a network of centers that provide the students with the chance to spend their time at best-in-class facilities at lowest prices possible, create a bridge between academia and the professional world, provide as well communication services, learning activities, foster dialogue, as well as building technical and professional qualifications of the citizens. One of the core components of the initiative The Smart School Bag project, which strives to improve the quality of teachers, educational material, schools in general, in addition to the educational and learning methods. The Smart School Bag is basically the electronic and interactive version of the government's educational curriculum, which will allow students to access as well TAGIPEDIA, TAG-Org's endeavor to create a free online encyclopedia in Arabic, as well as gain access to various dictionaries and e-libraries that contain all kinds of knowledge. The Smart School Bag is accessible through computers and smartphones.

Finally, the study will additionally explore and develop methods and incentives that encourage teachers to travel and work in schools with different governorates as a means of increasing standards across the Kingdom, as well as to encourage universities to conduct cultural and student exchange programs for the benefit of both the youth and local economies.



2. *Water Resource for Agriculture and Domestic Use:*

Presently, Jordan is one of the countries of the world most affected by water scarcity. The study will therefore seek to explore the both the priority actions necessary to sustainably utilize water resources as well as to effectively reclaim wastewater for use in domestic cultivation. In particular, this aspect of the study will seek to develop effective sustainable development projects that generate profit, and uncover the labour skills that the water sector requires for growth. Findings related to the latter will contribute towards the development of an educational strategy to improve youth employment prospects.

3. *Energy Sector:*

The study will explore and develop effective renewable and sustainable energy projects, such as those exploiting solar and wind power. At present, Jordan has a dependency on foreign energy resources, which limits the growth of the national economy. With the exception of shale reserves and the Al-Risheh Gas Field, Jordan does not possess hydrocarbon reserves, contributing to dependence on imports. A preliminary review of existing studies has concluded that Ma'an holds the potential to be one of the world's leading centers of photovoltaic power stations to generate electric power and heat. Through this same literature review, Tafila has also been identified as an optimal site to cultivate wind energy, and there is evidence that shale oil reserves may also be exploited to provide an additional source of energy.

In addition to providing a firm evidence base for the development of projects to capitalize on the potentials for renewable energy sources as outlined above; the study will focus with particular attention on ensuring that the effective sustainable development projects promoted by the study are ones that generate profit and uncover the labour skills that the energy sector requires for growth. Findings related to the latter will contribute towards the development of an educational strategy to improve youth employment prospects.

4. *Health Sector:*

The current state of medical infrastructure in Jordan will be evaluated through the conducting of a study of existing health services across each of the governorates. The study will focus particularly on the assessment of the capacity of existing medical practices to provide quality services to local populations. It will also review the structural rehabilitation of hospital buildings as well as developing an effective methodology to attract healthcare professionals to work in the various governorates. The study will therefore seek to develop recommendations by which projects may be introduced to promote more effective local healthcare, and increase access to local healthcare providers through locally based family medicine programs in the



governorates, thereby reducing the need for communities outside of the main centers to travel in order to access adequate healthcare.

5. Agricultural Sector:

Due to a myriad of factors, including water shortages, lack of arable areas, urban sprawl and lack of effectively trained human resources, Jordan currently suffers from poor agricultural production. A detailed feasibility study will therefore consider a wide variety of agricultural activities and explore the potentials to enhance the outputs and profits derived by the agricultural sector. The study will assess the registration and classification of agricultural products, such as Shobaki applies. It will also explore the feasibility of a wide variety of agro-industrial projects. Such projects will include the production, processing and marketing of aloe vera, oyster mushrooms, olive, eucalyptus, bay laurel, peat moss as well as cactus and aloe juice. TAG-Org also proposes the conducting of a variety of feasibility studies into the potential for the production for enhancing export outputs, to include tomato paste and sun-dried tomato.

The study will focus particularly on the potential for establishing agricultural and agro-industrial projects in desert areas such as Al-Husseiniya and Al-Mereghah, as well as others. In particular, it will thoroughly explore and assess the feasibility of encouraging the plantation and farming of medicinal plants and herbs.

The study will also evaluate the potential for the development of agricultural colleges, such as those in Shobak and in Al-Rubah, and provide recommendations of initiatives to create a spirit of cooperation among them as well as with international colleges.

In relation to each of the above, the study will investigate the potential for, and propose programmes to develop, cooperation between agricultural projects and the education sector and promote projects that ensure that Jordanian youth from across the governorates develop the skills and capacities to engage in effective and stable employment and entrepreneurship within the agricultural sector.

6. Transportation Sector:

TAG-Org proposes a feasibility study in relation to the development of infrastructure within Jordan for the benefit of both local and national economies. This study will thoroughly explore key development projects such as the construction of a 'land port' in Ma'an as well as the development of a national railway system to connect each of the governorates. This study may also form the nucleus of a project to link Jordan and its neighboring countries to the railway network.

7. Tourism Sector:



A feasibility study will be conducted to measure the extent to which the sector currently exploits Jordan's touristic sites and resources. In addition to providing a firm evidence base for the development of projects to capitalize on Jordan's rich and diverse touristic sites and resources, study will focus with particular attention on ensuring that it uncover the labour skills that the tourism sector requires for growth. Findings related to the latter will contribute towards the development of an educational strategy to improve youth employment and entrepreneurial prospects within this sector.

On a governorate by governorate level, the study will identify the challenges faced by the tourism sector on local levels, and will produce a comparative analysis measuring the efficacy of the tourism sector in Jordan against its regional and global counterparts. It will assess initiatives by which existing touristic sites may be developed while ensuring a key focus on exploring the labour skills that the sector requires for sustainable growth and for generating income from foreign tourists. In this respect, it will thoroughly consider a wide variety of existing touristic sites, including cultural, religious, therapeutic, recreational and environmental to develop a plan to enhance their attractiveness to foreign visitors. The establishment of various national museums, especially children's museums, will also be considered for their potential to boost economies and generate employment opportunities for local populations.

8. *Industrial Sector:*

The current exploitation of raw materials and natural resources, such as copper in Dana, Finnan, Khirbet Al Nahas and in Abu Khchibh should be studied and assessed so as to enhance capacities of existing factories and provide solutions to attract international companies to invest in this industry within Jordan. The feasibility study will also determine the current and potential capacity of local companies invest in natural resources as well as consider programmes by which industry may accelerate the extraction of gold, uranium, thorium, zirconium, hafnium, titanium and other metals and minerals available in the south of Jordan. In addition to the mining and production of raw materials, this aspect of the study will consider the potentials for developing industrial production. In particular, it will explore the ways in which the capacities and outputs of the Sanam Glass Factory, established in Ma'an in 2011, could be enhanced and the ways in which it can provide stable employment for the youth of Ma'an. Industrial cities, such as Ma'an, post the potential to open additional investment opportunities to boost employment, particularly for youth. This will be explored, as well as the potentials displayed by handicraft industries, alongside the relevant skills needs, to ensure that education sectors are equipping youth to utilize these opportunities.



9. *Media Sector:*

The penultimate feasibility study to be implemented includes an evaluation of the effectiveness of all media channels in the governorates be they audio-visual or print. It will seek to analyse the status quo, and evaluate the ways in which existing media channels can be developed, and the media sector inputs in the process of creation enhanced. If the study finds that existing media channels are inadequate, the study will propose a methodology for the establishment of additional outlets better suited to the promotion of local and national economies.

10. *Technology Sector:*

Finally, a study of the technology sector will focus, in particular, on exploring avenues for the establishment of projects related to technology, media and telecommunications similar the Telecom Media Technology City (TMT City). The technology sector in Jordan holds great potential as a key employer of youth, and engaging youth in a technology based curriculum, that supports them to develop a variety of needed skills and competencies will contribute towards both the growth of the industry itself, as well as towards employment opportunities for young people within the Kingdom.

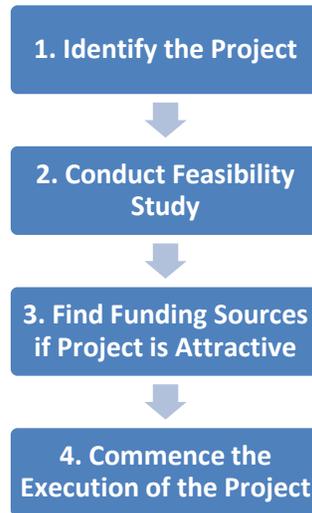
3.2 Determine the list of priorities and projects:

As indicated throughout, the feasibility studies will facilitate the development of a host of projects to address the dominant economic and social development needs of Jordan, in particular those needs related to youth professional development and youth opportunity to contribute to local and national economies. As a key output from the study, a list of projects will be produced, and executed in parallel, with than on a sequential basis wherever possible. Special emphasis will be placed on prioritizing the modernization and development of infrastructure, education, health and basic services thereby, empowering local communities, and especially youth, to take advantage of enhanced opportunities for productive and sustainable employment.



3.3 Action Plan Implementation

A brief description the Action Plan's implementation is illustrated below.



4. Stakeholders

It is critical to identify all of the organizations and people who may have an impact on the project, as well as those who may be impacted by the project at the earliest opportunity. The project manager will therefore prioritise the identification and compilation of all potential stakeholders so as to facilitate project success.

In order to define the stakeholders and their needs in this program each governorate will be treated as a separate unit. In the first phase of the project the project manager will identify the stakeholders in each governorate and define their expectations, needs and level of involvement in the project.

For each governorate, project stakeholders may include the following.

- Official authorities related to the proposed project, such as Ministries and other concerned governmental institutions, particularly those concerned with planning.
- Private sector organisations
- Youth, Civil Society Organisations (CSOs) and Non-Governmental Organisations (NGOs)
- National and International funding agencies (The Youth and Community Development Action Plan (Jordan) will be funded, at each stage, by a third party. Funding for activities will therefore be received from external funders, and will be



- in addition to the working budget of the Government of the Hashemite Kingdom of Jordan).
- Key local leaders and individuals

Specific bodies, as well as other stakeholders are likely to be uncovered later during the planning and implementation phases of the Action Plan. The project manager will compile and present relevant information regarding the parties' interest in and relevance to the activities, objectives and outputs of the projects, which include the stakeholder's interests, involvement, expectations, importance, influence, and impact on the program's execution as well as any specific communications requirements.

5. Communication Channels

Clear communication channels will be established to facilitate effective and efficient communications with each major stakeholder. The development of an effective communication plan will forestalls surprises, prevents duplication of effort, and can help to reveal omissions and misallocation of resources early enough to permit corrections and include the following elements. The communication plan should fully consider the use of social media to engage with youth; given that social media is a significant aspect of youth social culture. In addition to a consideration of social media, the communication plan may include the following elements:

- Communication objectives
- Target audiences
- Key content for communications
- Communication method and frequency

6. Launch

An initial kick-off meeting will be arranged with the program representative(s) to discuss the project milestones, reporting relationship between different stakeholders as well as time schedule for the program phases.



7. Searching for Sources of Funding

7.1 Search Methodology

Based on the results of the feasibility studies and the projects prioritizations, the Board of Directors will support the mobilization of funding which could be either for the purpose of development oriented capital spending or for the purposes of commercial investments.

The following points must be taken into consideration when searching for funding:

- The state will work on the development and modernization of infrastructure and government services according to plans reviewed within all the Jordanian governorates. The Board will seek to secure the additional funding from external sources if required.
- Attracting investors to establish projects for the development of natural resources, manufacturing and agro-industry, as well as the services sector.
- External grants for the purpose of development in the health, education and training sectors in addition to the development of local associations to serve their communities.
- There will be no reliance on foreign aid directed to the budget of the state. Funding will be acquired through research and acquiring grants or soft loans to finance projects that are drafted and submitted to funding requests in coordination with external financing entities, either from neighboring or friendly countries, and/or through international bodies and organizations.
- Direct funding for specific projects through partnerships, in order to:
 - Facilitate the transfer of technology through licensing and franchising by helping small and medium businesses to expand their business to other Arab countries, through the allocation of suitable trading partners, representatives and distributors.
 - Provide the investors with technological advancements in the region.
 - Find licensees, franchisees, representatives and agents.
 - Negotiate on behalf of international companies to acquire the best deals and offers.
 - Review and draft contracts and records related to franchising, agencies, distribution, and licensing and corporate law.
 - Facilitate contracting between franchisees abroad and the appointment of agents, representatives and local partners.
 - Each funding effort will be directed to a designated target forming a cost center, which will provide transparent financial statements and will be subject to financial control according to international standards.



7.2 Potential Funding Parties/Contributors

The Action Plan is to be funded separately from the budget of the Hashemite Kingdom of Jordan and as such, it will be funded in parallel with, rather than to be funded by, the regular funds of the Kingdom.

As previously indicated, there will be no reliance on foreign aid directed to the budget of the state. Funding will be acquired through research and acquiring grants or soft loans to finance projects that are drafted and submitted to funding requests in coordination with external financing entities, either from neighboring or friendly countries, and/or through international bodies and organizations.

International Governments and Funding Agencies:

United States Agency for International Development (USAID)
The French Republic
Dfid (UK Aid)
The British Council
The China Development Bank
The Federal Republic of Germany
The Russian Federation
The Federative Republic of Brazil
The European Union
European Bank for Reconstruction and Development
United Nations Educational, Scientific and Cultural Organization (UNESCO)
International Trade Center (ITC)
International Finance Corporation (IFC)
Japan International Cooperation Agency (JICA)
GroFin

Arab Countries and Funding Institutions:

Arab Fund for Economic and Social Development
The Kingdom of Saudi Arabia
The State of Kuwait
The State of Qatar
The Emirate of Abu Dhabi
The Emirate of Dubai
The Islamic Development Bank



Local Institutions:

Governorates Development Fund
National development funds and funding bodies
The King Abdullah II Fund for Development (KAFD)
The Private Sector (banks, telecom companies, etc.)
Social Security Corporation
Talal Abu Ghazaleh Organization

8. Financial Auditing and Supervision

The projects must have a qualified finance department who can monitor the accounting and cash movements of the projects in a proper way. The finance department is subject to strict financial controls to ensure accuracy, diligence and transparency of the finance and accounting data.

Moreover, in order to present accurate records of the financial transactions of the program, an independent audit company shall conduct regular financial auditing through the program's life cycle and for the projects to be executed in each governorate. These audits will make sure that the program and projects are financially transparent and that the accounts presented to the public or shareholders are accurate and justified.

The financial auditing process will be conducted periodically, in which all financial aspects of the project are inspected, and a follow-up audit may also be undertaken after a year in order to compare results. All activities of the program will also be subject to auditing by the national audit bureau.

9. Transparency and Media Coverage

The media will play a pivotal role in providing the Jordanian citizens, particularly the youth, with publicity and exposure to the set of projects proposed in the Action Plan by covering and publishing the Project's Phases, Goals, Final Results and Recommendations. The aim behind the media coverage is to promote transparency, lead to community involvement, and raise awareness of new opportunities through various types of outlets including printed, audio-visual and online media.

TAG-Org is a leading provider of media consultancy services and is well equipped to provide media services as a consultant to this project. Key areas of responsibility that would be led by TAG-Org are to include:



- Work with both project implementers and beneficiaries to produce press releases in both Arabic and English which highlight the various phases, goals, aspirations, accomplishments and final achievements of the projects by covering their chronological development and their future benefit to the governorates.
- Circulate press releases to all media outlets at the local, regional and international levels. The Media Department possesses various Mailing Lists that would be used to disseminate the said project to various segments to make it gain additional support.
- Organize press conferences to which media representatives of all outlets will be invited to promote the project and its significance to the local community.
- Organize the media campaign through all media outlets to promote the project and its objectives on regular basis.

10. Projects Website

As an extra measure to enhance transparency, a website will be constructed that gives access to all information related to the projects for those who are willing to use it to achieve the highest standards of integrity. The website will be continuously updated during the execution of the project mentioning the latest developments and activities that have been or will be achieved. It will also provide the announcement of opportunities and projects, as well as broadcast results and achievements. In order for such a website to be seen as a success, we will develop it to meet the project expectations. It will meet the highest quality standards and fulfill all needs in a comprehensive manner. It will be built around six central elements: Look and Feel, Usability, Navigation, Security, Search Engine Optimization and multi lingual. These elements will determine the success or failure of the system and are points that we will consider in great detail when developing the website. These core elements are rooted into Talal Abu-Ghazaleh Organization (TAG- Org)'s methodology and approach.

10.1 Design and Development

In term of design, TAG-Org's work combines modern technology, creativity, professionalism, quality control and the exceptional skills of its team members. Thus, it succeeds in presenting innovative designs that satisfy its clients' vision and needs according to the international standards accredited in the fields of design.

TAG-Org will focus on the following elements to deliver quality design services on behalf of the Action Plan and takes pride in having seasoned design professionals in its team.



<u>Quality Standards</u>	<ul style="list-style-type: none">➤ Ensure accuracy in project design concerning its formation and outputs, in line with international standards.➤ Quality assurance of the design process and product route from analysis, to design and to print.➤ All final products subject to robust quality control to ensure that they are of high quality, and in line with all standards and procedures.
<u>Experience</u>	<ul style="list-style-type: none">➤ Over 40 years of experience in the world of business
<u>Team</u>	<ul style="list-style-type: none">➤ A group of professional and qualified designers➤ In-depth experience in utilizing the most recent tools, devices and software➤ Creative minds with the ability to furnish you with what you need
<u>Tools</u>	<ul style="list-style-type: none">➤ All project staff utilise the most up-to-date hardware and software.➤ All designers are fully trained in the use of the latest programs and design methodologies.



10.2 Content

TAG-Org will work in conjunction with the stakeholders to develop a website which meets business needs and effectively delivers its message to the intended audience. The content of the website will be completely searchable and will provide an easy to use interface to ensure content management functionality so that content can be updated with ease by administrative staff. The website sitemap will contain the following sections:

- Home Page with a graphical slider that reflects the project goals.
- About the Project
 - Vision and mission
 - Goals
 - Achievements
 - Where we are
 - Reports
 - Statistics
- Partners
 - Name, logo, description and link for each.
- Media Files:
 - News
 - Events
 - Photo Gallery
 - Video Gallery
 - RSS Feed
 - Research and Publications
- 100 Knowledge Centers Initiative
 - Jordan Interactive Map
 - About Centers
 - Centers Location
 - Centers Services
 - Suggest a New Centers
 - Feedback form
- Contact us
- Careers
- Membership Area
 - Tools utility
 - Forum
 - Volunteer
- Success stories
- Surveys and Polls
- FAQs
- Links
- Newsletters



- **Statistic**

The website will demonstrate and guide all people who are interested in the project to access the needed information. It will assist people in the disadvantaged areas to discover the project and allow them to register to receive benefits from the project.

Users will be able to communicate with the responsible authorities through the website. Special forms will be developed and saved in the website to receive feedback and inquiries.

- Public Form to suggest a new knowledge center.
- Surveys and Polls.
- Inquiry Form.
- Contact us Form.

Finally, the website will use for this purpose the government domain name gov.jo.



Annex I: Brief Description of TAG-Org

About TAG-Org

Talal Abu-Ghazaleh Organization (TAG-Org) is an international organization, employing over 2,000 multi-disciplined professionals. Operating out of 81 offices in the Middle East and North Africa, with representative offices in Asia, Europe, North America and South America, we are one of the largest and leading groups of professional firms in the world, offering diversified yet interrelated services in accordance with the highest international standards, earning us the title of a business empire by Reuters (Torchia, 2012).

With offices throughout the world, TAG-Org is established to serve its global clients, Arab countries and foreign investors interested in conducting business within the Arab region. Capitalizing on our diversified knowledge of the socio-economic and regulatory factors governing the Arab region, TAG-Org recognized the need to contribute and assist in building the capacities and enhancing the development of the Arab institutions in order to ensure the continuity and sustainability of developing and modernizing the Arab region.

TAG-Org achieves its needs through reliance on highly experienced specialists from different nationalities who predict economic and social trends based on their extensive knowledge of the designated region, and evaluate alternatives to determine the most customized solutions for current and anticipated problems. TAG-Org has acquired an outstanding record of success among its clients, which include professional agencies, international and pan-Arab governmental funding organizations, as well as leading entities in the areas of banking, industry, insurance and commerce. TAG-Org, through its member firms, offers multiple services, including but not restricted to the following:

1. Feasibility studies, where it has a long and distinctive experience in this area. Its expertise includes conducting feasibility studies for the establishment of industrial, commercial, touristic and service oriented institutions.
2. Project Management Services Monitoring and evaluation services, in order to track the progress of various projects and the extent of their commitment to the desired results.
3. Financial control, which includes the preparation of the projects' financial statements and performing financial audit services.
4. Initiation of strategic partnerships and searching for investors.
5. Providing educational programs, where TAG-Org offers multiple programs, which include higher education, foreign languages courses and computer skills programs.
6. Training programs: TAG-Org offers a variety of training courses aimed at improving the scientific and professional level of all course attendees, regardless of their academic background.



7. The establishment of training centers throughout the Kingdom, which includes providing training equipment, materials as well as staff.
8. The establishment and operation of knowledge centers throughout the Kingdom. The aim behind establishing these centers is to spread awareness and knowledge for all citizens, through the provision of ICT access and lectures in several domains. These centers will include lecture halls, classrooms, computer labs that are connected to the internet, as well as canteens.
9. IP services, where Abu -Ghazaleh Intellectual Property (AGIP) is the world's largest company specialized in providing intellectual property services.
10. Legal services.
11. Media and Communications services

TAG-Org Member Firms

TAG-Org's Member Firms, a full list of which is available upon request, include specialist **Professional Services** firms providing expertise in the areas of consultancy, valuation, capital services as well as recruitment and human resource development, and intellectual property; **Capacity Development Academies** providing excellence in education for students of business, information technology and industry as well as **Educational Establishments** including Talal Abu-Ghazaleh University (TAGIUNI), Talal Abu-Ghazaleh Graduate School of Business (TAGSB) **and** Talal Abu-Ghazaleh University College Of Business (TAGUCB)

Our Clients

TAG-Org's clients range from **Private Sector** organisations producing for local, regional, and international markets (including Industrial and Manufacturing Companies, Telecommunications and Information Technology, financial Institutions (Banks, Investment Firms), Engineering, Construction and Infrastructure Development Companies, Transportation and Shipping Companies, Trade and Export Companies and Corporations and Free Trade Zone Corporations, Macro-Finance Lending Institutions, Hotels and Tourism Companies and Corporations, Printed and Electronic Media Institutions, Marketing and Research Organizations Oil and Natural Resources Companies) to **Government Agencies** as well as **International and Multi-Lateral Organisations** including the United Nations agencies (i.e. UNDP, UNFPA), the World Health Organization and the World Bank as well as **International Funding Agencies** such as USAID and the European Commission. A full list of clients is available upon request.



Annex II: The 100 Knowledge Centers Initiative

Proposed, Managed and Funded by TAG-Org

Part of TAG-Orgs' **primary** goals is to be in a constant pursuit of initiatives that support the local government in their mandates towards a more productive, competitive and knowledge based economy, through providing in-kind-funds, resources and the collective corporate support of all its companies.

TAG-Knowledge launched its first center in Amman during October 2008 and is providing memberships to over 40,000 students. TAG-Knowledge has become renowned for offering the highest standard of vocational training and professional diplomas.

TAG-Knowledge, through the 100 Knowledge Centers Initiative, aims to create a knowledge based society within the governorates, via a network of centers that provide the students with the chance to spend their time at best-in-class facilities at lowest prices possible, create a bridge between academia and the professional world, provide as well communication services, learning activities, foster dialogue, as well as building technical and professional qualifications of the citizens through:

- i. The Smart School Bag project, which strives to improve the quality of teachers, educational material, schools in general, in addition to the educational and learning methods. The Smart School Bag is basically the electronic and interactive version of the government's educational curriculum, which will allow students to access as well TAGIPEDIA, TAG-Org's endeavor to create a free online encyclopedia in Arabic, as well as gain access to various dictionaries and e-libraries that contain all kinds of knowledge. The Smart School Bag is accessible through computers and smartphones.
- ii. Functioning as a gateway to all citizens for learning, communication, and knowledge creation. The centers will grant citizens with some of the latest tools in the ICT field through the TAGITOP initiative, which is a corporate social responsibility initiative that aims at introducing an affordable laptop to empower citizens to connect to the internet, learn ICT, linguistic and other skills, as well as expand their knowledgebase.
- iii. Providing education in the areas of information technology, languages specifically English, vocational training, programming languages, undergraduate education and continuous training programs in a professional, high level-studying environment. (For a list of all educational institutes that belong to TAG-Org please refer to Annex III).
- iv. Holding online technical knowledge competitions at the governorate and national levels.



- v. Organizing courses on how to prepare a CV, prepare for a job interviews, and search for work.
- vi. Providing opportunities for productive work by establishing projects in information technology, manufacturing, trade, services, agriculture and charity work. The centers will assist in determining the jobs positions that should be created for the coming periods, which will serve and work on the projects that are cleared for implementation.
- vii. The development of a work culture that honors the work in agriculture and manufacturing, in addition to knowledge creating, providing vocational training for women as well as taking care of youth socially, culturally, and athletically.
- viii. Functioning as a specialization and creative production centers by:
 - Encouraging and supporting cooperation among stakeholders within a governorate to reach an optimal Alliance for the development and commercialization of technologies.
 - Helping entrepreneurs and inventors in the protection and commercialization of their inventions and products.
 - Providing intellectual property (IP) services that include patenting, patents search, drafting, validating, depositing, and evaluating of intellectual property.
 - Developing marketing strategies and tools to promote inventions.
 - Drafting confidentiality and licensing agreements, plus providing legal advice.
 - Assessing of inventions and developing work plans outlining their commercial potential, technical strengths, and the possibilities of market reception.
 - Providing a service to negotiate on the behalf of the inventor, project owner, or idea owner to attain the best deals and offers.



Annex III: Select Educational Institutes Proposed, Managed and Funded by TAG-Org

Talal Abu Ghazaleh University (TAGIUNI)

TAGIUNI is a digital university which offers academic degrees, language and professional certificates, continuous and innovative education, and vocational programs worldwide within in the fields of business and management, law, information and communication technology, science, health and nursing, hospitality, the creative arts, psychology and foreign languages. It operates from its own regional Headquarter in Amman, Jordan and aims to extend its services through the 81 TAG org offices established in major cities in the Arab world and around the globe, in order to promote the programs of its University partners and e-learning partners.

The unique concept of Online and Blended education increases the education delivery capacities of our University partners, and at the same time aims at enhancing the educational standards of the Arab world as well as other regions, in order to ensure the full exploitation of the ICT capabilities and developments in the education sector. This further brings in the continuity and sustainability of developing and modernizing the Arab region.

It has acquired an outstanding record of building various partnerships and educational networks with Universities, Business schools, e-learning educational institutes, competent consultants, international and pan-Arab governmental funding organizations, as well as leading entities in the areas of education.

TAGIUNI Partners & Educational Programs:

- Canisius College, USA (www.canisius.edu)
- Thunderbird School of Global Management, USA (www.thunderbird.edu)
- Laureate Online Education (www.laureate.net)
 - The University of Liverpool, UK (www.liv.ac.uk)
 - Walden University, USA (www.waldenu.edu)
 - The Glion Institute of Higher Education, Switzerland (www.glion.edu)
- Talal Abu-Ghazaleh Graduate School of Business (www.tagsb.edu.jo)
- Talal Abu-Ghazaleh University college of Business, Bahrain (www.tagucb.com)
- British Council-Aptis (<http://www.britishcouncil.org/exams/aptis>)
- Marconi University, Italy (<http://www.marconiuniversity.org>)
- Pearson – Edexcel (<http://www.edexcel.com>)
- ITAD Group, Australia (www.itadgroup.com)
- Open Thinking, Dubai (www.openthinking.ae)



- Genashtim Innovative Learning (<http://genashtim.com>)
- Inlingua (<http://www.inlingua-cheltenham.co.uk>)
- Talal Abu Ghazaleh Knowledge Society (www.tagks.com)
- Arab Knowledge and Management Society (www.akms.org)
- E-Education Regional Company, Jordan (www.edrc.jo)
- The Arab Society of Certified Accountants (<http://www.ascasociety.org>)
- Arab Society for Intellectual Property (<http://www.aspip.org>)
- The Licensing Executives Society - Arab Countries (<http://www.lesarab.org/>)

Talal Abu-Ghazaleh Cambridge IT Skills Center (AGCA-ITC) (<http://agcaitc.com/>)

Talal Abu-Ghazaleh Cambridge Information Technology Center (TAG-Cambridge IT) was established in 2001 after a comprehensive agreement signed between Talal Abu-Ghazaleh & Co. International (TAGI) and Cambridge International Examinations (CIE) – University of Cambridge UK to deliver IT training courses through a well-tailored website together with additional learning resources. Today, TAG-Cambridge IT is proud to have strong presence in 300 locations in the Arab countries with plans to cover more in the near future. The International Diploma in IT Skills offers programs that cover the usage of PC, file management, Microsoft Windows and Office and the Internet.

Talal Abu-Ghazaleh Cambridge IT Skills Center (TAG-Cambridge IT) focuses on providing internationally acclaimed high-quality assessment services in the Arab world through partnership with leading global institutions. Based on the Microsoft Office applications, this certificate assesses a range of the most important IT skills required and is available in two levels: Foundation and Standard.

Talal Abu-Ghazaleh School of Business, German Jordanian University, Amman, Jordan (www.tagsb.edu.jo/)

TAGSB was inaugurated in 2006 as one of the faculties of the German-Jordanian University (GJU), a public university formed in 2004 through the cooperation of the German and Jordanian governments. Talal Abu-Ghazaleh Graduate School of Business (TAGSB) is the first school of its kind in the Arab world that represents a partnership between the private and public sectors. It was founded to provide educational opportunities at the highest international standards. Our commitment to our students, to academic excellence and to the development of the region is reflected in the School's mission and vision.

TAGSB educates the future business leaders who will drive the economic future of the Arab region by implementing a disciplined combination of our core values and educational strategies, and by bringing together outstanding academicians and gifted



students. It is committed to excellence, high ethical and moral values, academic and applied business research, and continuous improvement to benefit from advancements in international educational standards and digital technology. We strive to remain a premier business school regionally and worldwide.

The program and courses at TAGSB have been developed by some of the most respected and renowned figures in academia with the global economy in mind to meet the highest international standards. Our MBA program has been designed to bolster the advancement of knowledge with practical real-world applications and through a case study approach to education, which places TAGSB in a league of its own.

TAGSB is dedicated to continuously developing new programs that help our graduates meet the demands of the ever-changing global economy. Some of the noteworthy features of TAGSB are:

- The first to have its MBA program accredited by the Foundation for International Business Administration (FIBAA), which verifies and confirms that the program has all the quality elements specified in the European MBA Guidelines
- Recipient of the “Best Educational Institution in Management in Asia” Award from the World Education Congress, Asia, 2011.
- The only academic institution in Jordan who has membership at the Principles for Responsible Management Education (PRME) initiative.
- Recognition by Forbes Magazine as one of the top 10 business schools offering MBA programs in the Arab region.
- Employment of all TAGSB graduates in prestigious management positions in Jordan and abroad.

Talal Abu-Ghazaleh University College Of Business (TAG-UCB) (www.tagucb.com)

A truly international University College of Business, TAGUCB develops business professionals for whom geography, culture and communication are interwoven. The major business administration programs of international accounting, management and logistics at TAGUCB have been developed by some of the most respected and renowned figures in academia.

A number of International guidelines were consulted before finalizing the program design. This ensures that the learning outcomes of TAGUCB programs are in line with international benchmarks enabling students to acquire the necessary international knowledge and expected skills. Moreover, the University’s overall strategy was formulated to focus on the international elements in the teaching process and research activities, as outlined below:

- English is the formal teaching language taught courses in all of the programs.



- Textbooks and other references are selected from international publishing agencies to be taught to our students. International case studies and ethical dilemmas are also presented and discussed during formal classes.
- The University is always determined to engage in international educational activities through the signing of collaborative agreements with reputable academic business schools.
- TAGUCB encourages professors to participate in international conferences, where financial support is provided to facilitate research relating to business topics, as well as conduct applied research, and publish research papers in both national and international journals.
- Given the special care taken by identifying and implementing strategic tools in order to make international standards a key pillar of the programs, the opportunities for assuming management roles in recognized international and regional firms are increased.

Arab Knowledge and Management Society (AKMS) (www.akms.org)

Arab Knowledge and Management Society (AKMS) is a nonprofit organization founded on August 29, 1989, in Buffalo, New York, USA and is officially registered in Amman on October 10, 1990.

The main objective of AKMS is to develop Arab organizations in both public and private sectors and provide high-quality training and education that meet the needs of different stakeholders in the various fields related to quality, management, training and marketing.

AKMS is a member of many professional institutes, such as the Chartered Quality Institute (CQI), ISO Technical Committee 176 and the Arab Information Club (ARABCIN). AKMS currently offers various professional courses including the Arab Certified Quality Manager program (ACQM), advanced and customized training programs, ISTO Examinations, in addition to several valuable publications. With more than 18 representatives in the Arab world, along with many reputed international associates, AKMS excels in delivering competitive services.

Talal Abu-Ghazaleh College of Business (TAG-COLLEGE) (www.tagcb.edu.jo)

TAG-College provides an extensive business orientated MBA programme with concentrations in Marketing, Human Resources, Management, International Accounting, Banking and Finance and Quality Management. It also delivers a highly regarded MA programme in Intellectual Property.



Talal Abu-Ghazaleh Academies (TAG-ACADEMIES) (www.tag-academies.com)

The Talal Abu-Ghazaleh Academies (TAG-Academies) is a group of professional academies specialized in offering training programs, projects and consultation. TAG-Academies provide its services through thirty-two offices in the Arab world in the following fields:

- Professional Training
- Educational Institutes Development
- Training of Teachers and Trainers
- Management Training
- Human Resources Management
- Banking and Finance
- Islamic Finance
- Information and Communication Technology
- English and Chinese Language
- Media
- Qualifying Translators
- Media

Talal Abu-Ghazaleh Research Center (TAG-RESEARCH) (www.tagcb.edu.jo)

The Talal Abu-Ghazaleh Research Center is an independent research institute affiliated with the Talal Abu-Ghazaleh College of Business and located in Amman, Jordan. Founded in November 2007, TAG-CRC provides the business community, professionals and academics with business-related and case study research covering a wide range of research and customized consultations in various fields of business administration. The major focus of TAG-CRC is on areas of management, marketing, finance, banking, risk management, corporate governance, accounting, new product development and innovation and other related business fields in social sciences in the private sector, public sector, and not for-profit organizations.



Annex IV: Proposed Website Screenshot



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Community Development**






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ENGAGE COMMUNITY MEMBERS

In learning about and understanding community issues, and the economic, social, environmental, political, psychological, and other impacts associated with alternative courses of action.

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The Community Development Society provides leadership to professionals and citizens across the spectrum of community development. Members have multiple opportunities to learn what's new in the profession to exchange ideas, to obtain the most current research and reference information available and to share professional.

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- Top section tabs
- Using the search box
- Links on the page
- Other



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The Community Development Society provides leadership to professionals and citizens across the spectrum



Professional Training

The Community Development Society provides leadership to professionals and citizens across the spectrum



Languages Center

The Community Development Society provides leadership to professionals and citizens across the spectrum



Training Courses

The Community Development Society provides leadership to professionals and citizens across the spectrum

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